

Leadership & Followership

Definitions:

- Leadership:
“The art of getting someone to do something you want done because they want to do it” - Dwight D. Eisenhower
- Followership:
“the willingness to cooperate in working towards the accomplishment of the group mission” - Holden Leadership Center, University of Oregon

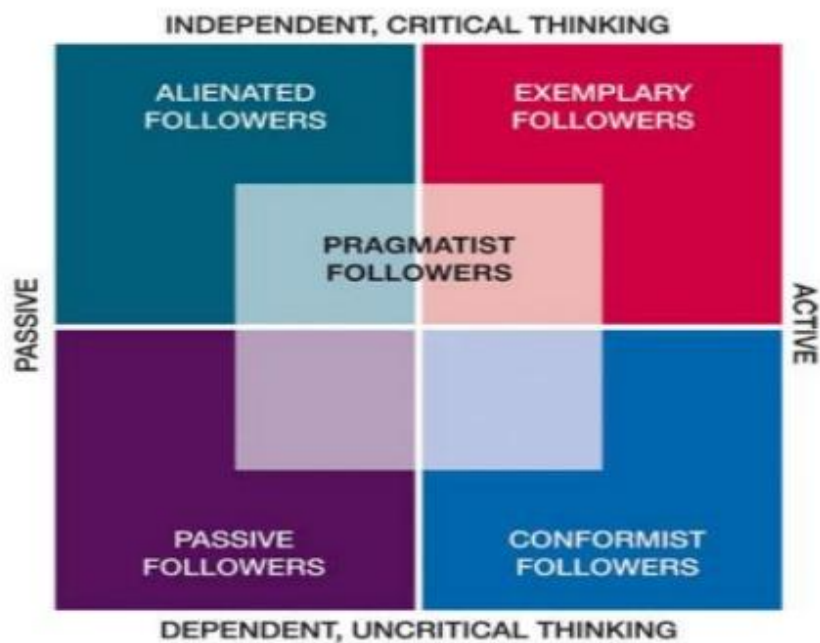


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Robert Kelley's Theory of Followership



Leadership & Followership

DIFFERENCES IN LEADERSHIP & FOLLOWERSHIP BEHAVIORS

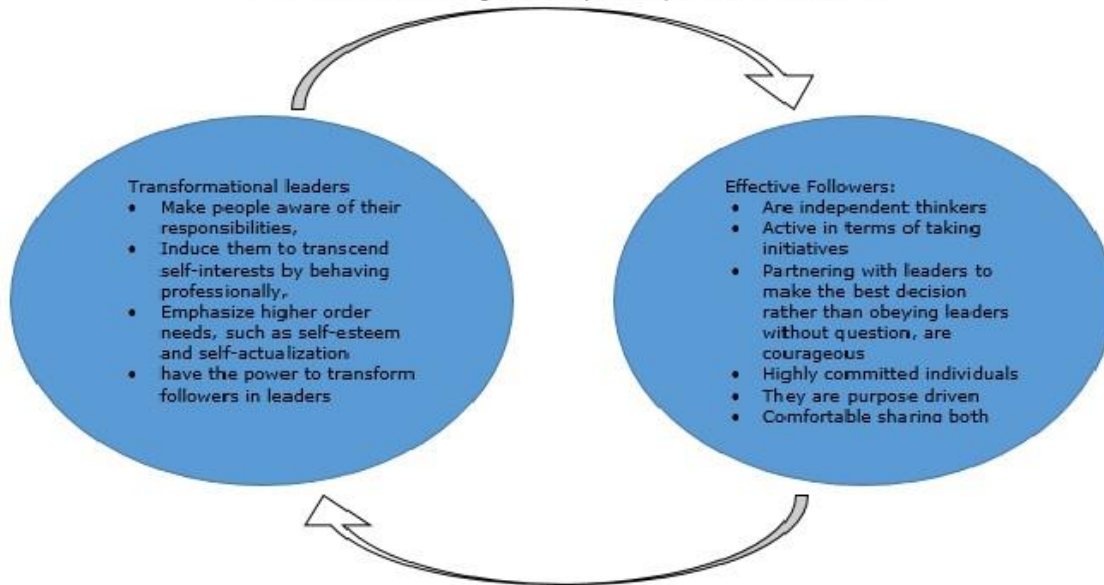
LEADERSHIP	FOLLOWERSHIP
Sets Vision: Grow to \$X in AUM.	Sees the Vision and the Tasks: Growing to \$X in AUM means I am responsible for Y new clients.
Achieves consensus: Onboarding new clients will consist of a five-step process.	Works well with others: To get clients through the five-step process promptly, I will need to work with client service and be prepared to manage not just my schedule but my co-workers' schedules.
Communicates enthusiasm across range of individuals: Encourage growth through rewards and recognition at all levels.	Flourishes in hectic situations: Use strong communication skills to balance new clients coming in, while maintaining the same high level of customer service with existing clients.
Coordinates efforts and people: Listen to the needs of employees working with clients through the new process and provide them with the programs, materials, or other support they need to get the job done.	Pursues corporate and personal goals simultaneously: Research and speak up about what practices, programs, or materials I need to do my job effectively.
Desires to lead: Set grand objectives and enjoy seeing those goals achieved.	Desires to participate as part of a team: I enjoy working toward a larger goal with my colleagues.

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Source: Dr. Robert Kelley, hbr.org/1988/11/in-praise-of-followers

Leadership & Followership

- Motivate the followers to contribute their personal resources (time, effort, skills, knowledge, abilities) to support the group's goals
- Help followers to become effective
- Encourage followers to think differently
- Teach followers to disagree credibly and to push back on the leader



- Keep leaders honest and focused on strategy, rather than micromanaging the nuts and bolts of the everyday activities
- Provide constructive disagreement and honest feedback
- Help leaders to develop better strategies and action plans and to refrain from taking action prematurely without considering counterarguments
- Boost leader's self-confidence and sense of empowerment

References:

Anderson, T.D. (1997). *Transforming Leadership, equipping yourself and coaching others to build the Leadership Organization*. Boca Rota, Fl. St. Lucie Press

Lapierre, L. M., & Carsten, M.K. (2014). *Followership, what is it and why people follow*. Bingley, UK. Emerald Group Publishing Ltd